



County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA
Chief Executive Officer

June 20, 2013

To: Supervisor Mark Ridley-Thomas, Chairman
Supervisor Gloria Molina
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: William T Fujioka
Chief Executive Officer

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CADRE OF ADMINISTRATIVE RESERVE PERSONNEL (ITEM NO. 2, AGENDA OF MAY 21, 2013)

On May 21, 2013, your Board instructed the Chief Executive Office (CEO) to work with the Sheriff's Department (Department) to provide the Board with a report in three weeks that:

1. Describes the current use of Cadre Administrative Reserve Personnel (CARP) and its operational impact on the Department; and
2. Provides a proposed plan to phase out the regular use of CARP as the 270 vacancies are filled.

Background and Current Use of CARP

In March 2010, the Department began a 16-month effort to cut \$128 million from its budget in Fiscal Year (FY) 2010-11. Part of that effort included the implementation of the CARP program. The program required the Department to hold between 270 - 280 positions vacant in order to generate \$36.6 million in savings. In order to ensure operations were not impacted, supervisory/administrative staff was required to work one shift (8 hours) per week to fill those vacancies instead of using overtime in core services such as Patrol, Custody, and Court Services.

The CARP program requires the reassignment of the majority of the Department's sworn supervisory, administrative, investigative, specialized services, and training

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personnel to staff critical positions/vacancies once per week. CARPing employees are then left with 32 hours per week to focus on their primary duties.

Operational Impact on the Department

The Department indicates that the CARP program was effective for the short term by avoiding significant program curtailments; however, the long-term implementation has had a negative impact on operations as follows:

- The \$36.6 million in annual savings realized by the CARP program required the Department to hold vacant between 270 - 280 deputy sheriff positions (which translates into 5,600 monthly CARP shifts), delaying the hiring of new recruits.
- Between March 2010 and April 2013, the total number of CARP shifts worked was 189,670.
- These CARP shifts translate into over 1.5 million hours of lost supervisory, administrative, investigative, specialized services, and training time. For example:
 - ✓ Supervision of personnel has been reduced due to supervisors working in CARP assignments.
 - ✓ Processing/approval of administrative reports have been delayed due to personnel being away at a CARP assignment.
 - ✓ Investigators, ranging from station level detectives to Homicide Bureau, have been unable to initiate investigations or have delayed follow up on their investigations due to CARP responsibilities.
 - ✓ Specialized services, such as the Special Enforcement Detail, Mental Evaluation Team, and Community Policing Bureau, had to curtail routine operations or delay their response to critical incidents.
 - ✓ Training has suffered Department-wide due to training staff being unavailable due to CARP commitments and/or the employees that require training also having to work a CARP assignment.
- Staff is required to perform unfamiliar work assignments.
- Because the vacancies are filled by personnel throughout the Department, each vacant position is filled by a different person on a daily basis.

- Supervisory/administrative staff had to deal with weekly changes in schedules, working hours, work locations, and duties.

Proposed Plan to Phase Out CARPing

The CEO has reviewed various options to phase out CARPing over a two-year period, one of which included eliminating CARPing for detectives assigned to Patrol and Detective Bureau effective July 1, 2013; however, this option required an additional one-time funding of \$5.5 million in overtime. Another option is to provide \$18.6 million in funding in Year One, of which \$10 million would have to be redirected to overtime to eliminate CARPing for the detectives. This option, however, would delay the hiring process for recruits.

Based on this review, the CEO and Department are proposing a two-year plan to eliminate 5,600 monthly CARP shifts through the hiring of 280 deputy sheriff generalists (DSGs) at an ongoing cost of \$36.6 million (\$18.6 million in Year One plus \$18 million in Year Two). In order to expedite the hiring process, the Department will host a total of six academy classes with 365 recruits and graduate 280 DSGs. The academy training is 18 weeks or 4 1/2 months with an attrition rate of approximately 25 percent. The total number of academy classes held will be based on the actual number of successful graduates.

With \$18.6 million in funding in Year One, the Department plans to host four deputy sheriff trainee academy classes and graduate 204 DSGs. CARP shifts will be completely eliminated in Patrol (approximately 2,600 shifts monthly) by April 2014. Approximately \$7.1 million will be allocated to the General Support Budget to offset the costs of the training staff and recruits. The remaining \$11.5 million in funding will be allocated to Patrol and Court Services to eliminate CARPing for detectives beginning November 2013. The detectives are currently CARPing into these two areas.

The \$18 million allocated in Year Two will fund the ongoing costs of Year One DSGs and allow the Department to host two deputy sheriff trainee classes and graduate an additional 76 DSGs. CARP shifts in the remaining budget units will be eliminated by December 2014 in Year Two. For details of the proposed CARP hiring plan, refer to Attachment I.

In summary, in FY 2013-14 with \$18.6 million in funding, the Department will graduate 204 DSGs and eliminate approximately 2,600 monthly CARP shifts in Patrol by April 2014. The remaining CARP shifts in Custody, County Services, Court, General

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Support, and Administration budget units will be eliminated by December of the second fiscal year for a total of 5,600 monthly CARP shifts.

If you have any questions, please feel free to contact Georgia Mattera, CEO Public Safety, at (213) 893-2374 or Glen Dragovich, Sheriff's Department Administrative Division, at (323) 526-5191.

WTF:GAM:SW
JV:llm/cc

Attachment

c: Executive Office, Board of Supervisors
County Counsel
Sheriff's Department

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**Los Angeles County Sheriff's Department
Cadre of Administrative Reserve Personnel
Hiring Plan - Fiscal Year 2013-14**

Permanent Hiring / No Overtime	<u>July</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>Total</u>
North Training Team 1 Lt.; 1 Sgt.; 6 Deputies	\$ 128,000	\$ 128,000	\$ 128,000	\$ 128,000	\$ 128,000	\$ 128,000	\$ 128,000	\$ 128,000	\$ 128,000	\$ 128,000			\$ 1,280,000
DST Class #395-COC - 60 recruits	\$ 305,340	\$ 305,340	\$ 305,340	\$ 305,340	\$ 152,670								\$ 1,374,030
Class #395 Graduates - 48 DSG					\$ 262,008	\$ 524,016	\$ 524,016	\$ 524,016	\$ 524,016	\$ 524,016	\$ 524,016	\$ 524,016	\$ 3,930,120
DST Class #396 - 75 recruits	\$ 381,675	\$ 381,675	\$ 381,675	\$ 381,675	\$ 190,838								\$ 1,717,538
Class #396 Graduates - 60 DSG					\$ 327,510	\$ 655,020	\$ 655,020	\$ 655,020	\$ 655,020	\$ 655,020	\$ 655,020	\$ 655,020	\$ 4,912,650
DST Class #397 - 70 recruits						\$ 356,230	\$ 356,230	\$ 356,230	\$ 356,230	\$ 178,115			\$ 1,603,035
Class #397 Graduates - 56 DSG										\$ 305,676	\$ 611,352	\$ 611,352	\$ 1,528,380
DST Class #398-COC - 50 recruits						\$ 254,450	\$ 254,450	\$ 254,450	\$ 254,450	\$ 127,225			\$ 1,145,025
Class #398 Graduates - 40 DSG										\$ 218,340	\$ 436,680	\$ 436,680	\$ 1,091,700
Total Number of DSTs - 255 and DSGs - 204													
Total	\$ 815,015	\$ 815,015	\$ 815,015	\$ 815,015	\$ 1,061,026	\$ 1,917,716	\$ 1,917,716	\$ 1,917,716	\$ 1,917,716	\$ 2,136,392	\$ 2,227,068	\$ 2,227,068	\$ 18,582,478
Cumulative Total		\$ 1,630,030	\$ 2,445,045	\$ 3,260,060	\$ 4,321,086	\$ 6,238,802	\$ 8,156,518	\$ 10,074,234	\$ 11,991,950	\$ 14,128,342	\$ 16,355,410	\$ 18,582,478	
Mo. S&EBs for recruits - \$5,089 & DSG \$10,917													
No. of CARP shifts reduced per month (48 DSGs)					480	960	960	960	960	960	960	960	7,200
No. of CARP shifts reduced per month (60 DSGs)					600	1,200	1,200	1,200	1,200	1,200	1,200	1,200	9,000
No. of CARP shifts reduced per month (56 DSGs)										560	1,120	1,120	2,800
No. of CARP shifts reduced per month (40 DSGs)										400	800	800	2,000
													-
Total CARP Shifts reduced per month					1,080	2,160	2,160	2,160	2,160	3,120	4,080	4,080	21,000
Remaining CARP Shifts in Patrol					1,515	435	435	435	435	-	-	-	3,255
CARP shifts required in Patrol					2,595	2,595	2,595	2,595	2,595	-	-	-	12,975
CARP shifts in other budget units					3,005	3,005	3,005	3,005	3,005	2,480	1,520	1,520	20,545
													-
Current total Carp shifts a month					5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	44,800

CARP reduction plan assumes full-year funding of \$36.6m in 2014-15

**Los Angeles County Sheriff's Department
Cadre of Administrative Reserve Personnel
Hiring Plan - Fiscal Year 2014-15**

Permanent Hiring / No Overtime	<u>July</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>Total</u>
North Training Team 1 Lt.; 1 Sgt.; 6 Deputies	\$ 128,000	\$ 128,000	\$ 128,000	\$ 128,000	\$ 128,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 640,000
Overtime - Background Investigators	\$ 54,745	\$ 54,745	\$ 54,745	\$ 54,745	\$ 54,745	\$ 54,745	\$ 54,745	\$ 54,745	\$ 54,745	\$ 54,745	\$ 54,745	\$ 54,746	\$ 656,941
DST Class #395-COC - 60 recruits													
Class #395 Graduates - 48 DSG	\$ 524,016	\$ 524,016	\$ 524,016	\$ 524,016	\$ 524,016	\$ 524,016	\$ 524,016	\$ 524,016	\$ 524,016	\$ 524,016	\$ 524,016	\$ 524,016	\$ 6,288,192
DST Class #396 - 75 recruits													
Class #396 Graduates - 60 DSG	\$ 655,020	\$ 655,020	\$ 655,020	\$ 655,020	\$ 655,020	\$ 655,020	\$ 655,020	\$ 655,020	\$ 655,020	\$ 655,020	\$ 655,020	\$ 655,020	\$ 7,860,240
DST Class #397 - 70 recruits													
Class #397 Graduates - 56 DSG	\$ 611,352	\$ 611,352	\$ 611,352	\$ 611,352	\$ 611,352	\$ 611,352	\$ 611,352	\$ 611,352	\$ 611,352	\$ 611,352	\$ 611,352	\$ 611,352	\$ 7,336,224
DST Class #398-COC - 50 recruits													
Class #398 Graduates - 40 DSG	\$ 436,680	\$ 436,680	\$ 436,680	\$ 436,680	\$ 436,680	\$ 436,680	\$ 436,680	\$ 436,680	\$ 436,680	\$ 436,680	\$ 436,680	\$ 436,680	\$ 5,240,160
DST Class #399 - 70 recruits	\$ 356,230	\$ 356,230	\$ 356,230	\$ 356,230	\$ 178,115								\$ 1,603,035
Class #399 Graduates - 46 DSG					\$ 251,091	\$ 502,182	\$ 502,182	\$ 502,182	\$ 502,182	\$ 502,182	\$ 502,182	\$ 502,182	\$ 3,766,365
DST Class #400-COC - 40 recruits	\$ 178,115	\$ 178,115	\$ 178,115	\$ 178,115	\$ 89,058								\$ 801,518
Class #400 Graduates - 30 DSG					\$ 163,755	\$ 327,510	\$ 327,510	\$ 327,510	\$ 327,510	\$ 327,510	\$ 327,510	\$ 327,510	\$ 2,456,325
Sub-total Number of DSTs - 110 and DSGs - 76													
Total Number of DSTs - 365 and DSGs - 280													
Total	\$ 2,944,158	\$ 2,944,158	\$ 2,944,158	\$ 2,944,158	\$ 3,091,832	\$ 3,111,505	\$ 3,111,506	\$ 36,649,000					
Cumulative Total	\$ 21,526,636	\$ 24,470,794	\$ 27,414,952	\$ 30,359,110	\$ 33,450,941	\$ 36,562,446	\$ 39,673,951	\$ 42,785,456	\$ 45,896,961	\$ 49,008,466	\$ 52,119,971	\$ 55,231,477	
Mo. S&EBs for recruits - \$5,089 & DSG \$10,917													
No. of CARP shifts reduced per month (48 DSGs)	960	960	960	960	960	960	960	960	960	960	960	960	11,520
No. of CARP shifts reduced per month (60 DSGs)	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	14,400
No. of CARP shifts reduced per month (56 DSGs)	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120	13,440
No. of CARP shifts reduced per month (40 DSGs)	800	800	800	800	800	800	800	800	800	800	800	800	9,600
No. of CARP shifts reduced per month (46 DSGs)					460	920	920	920	920	920	920	920	6,900
No. of CARP shifts reduced per month (30 DSGs)					300	600	600	600	600	600	600	600	4,500
Total CARP Shifts reduced per month	4,080	4,080	4,080	4,080	4,840	5,600	60,360						
Remaining CARP Shifts in Patrol	0	0	0	0	0	0	0	0	0	0	0	0	-
CARP shifts required in Patrol	-	-	-	-	-	-	-	-	-	-	-	-	-
CARP shifts in other budget units	1,520	1,520	1,520	1,520	760	-	-	-	-	-	-	-	6,840
Current total Carp shifts a month	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	67,200

CARP reduction plan assumes full-year funding of \$36.6m in 2014-15